

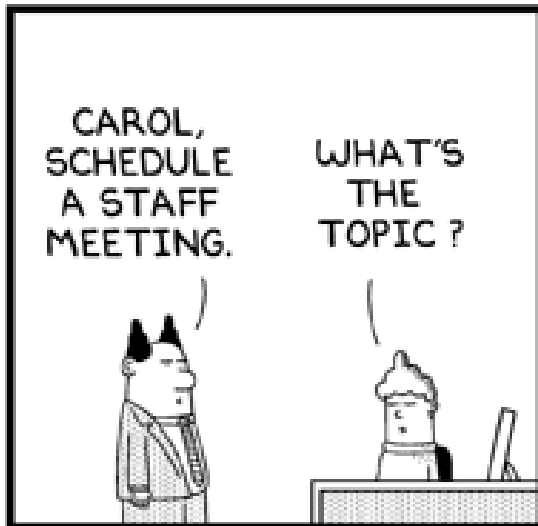
# The Lean Desktop (and mind)

---

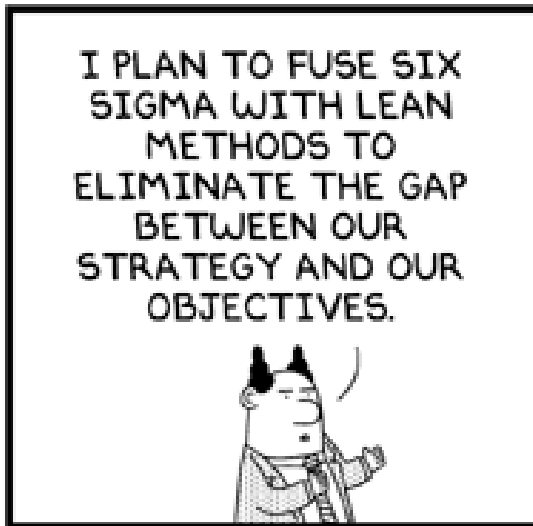
Daniel Markovitz

[dan@timebackmanagement.com](mailto:dan@timebackmanagement.com)

**TIME**←**BACK**  
MANAGEMENT



www.dilbert.com scottadams@aol.com



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## PONY EXPRESS

St. JOSEPH, MISSOURI to CALIFORNIA  
*in 10 days or less.*

**WANTED**

**YOUNG, SKINNY, WIRY FELLOWS**  
not over eighteen. Must be expert  
riders, willing to risk death daily.  
Orphans preferred.  
Wages \$25 per week.

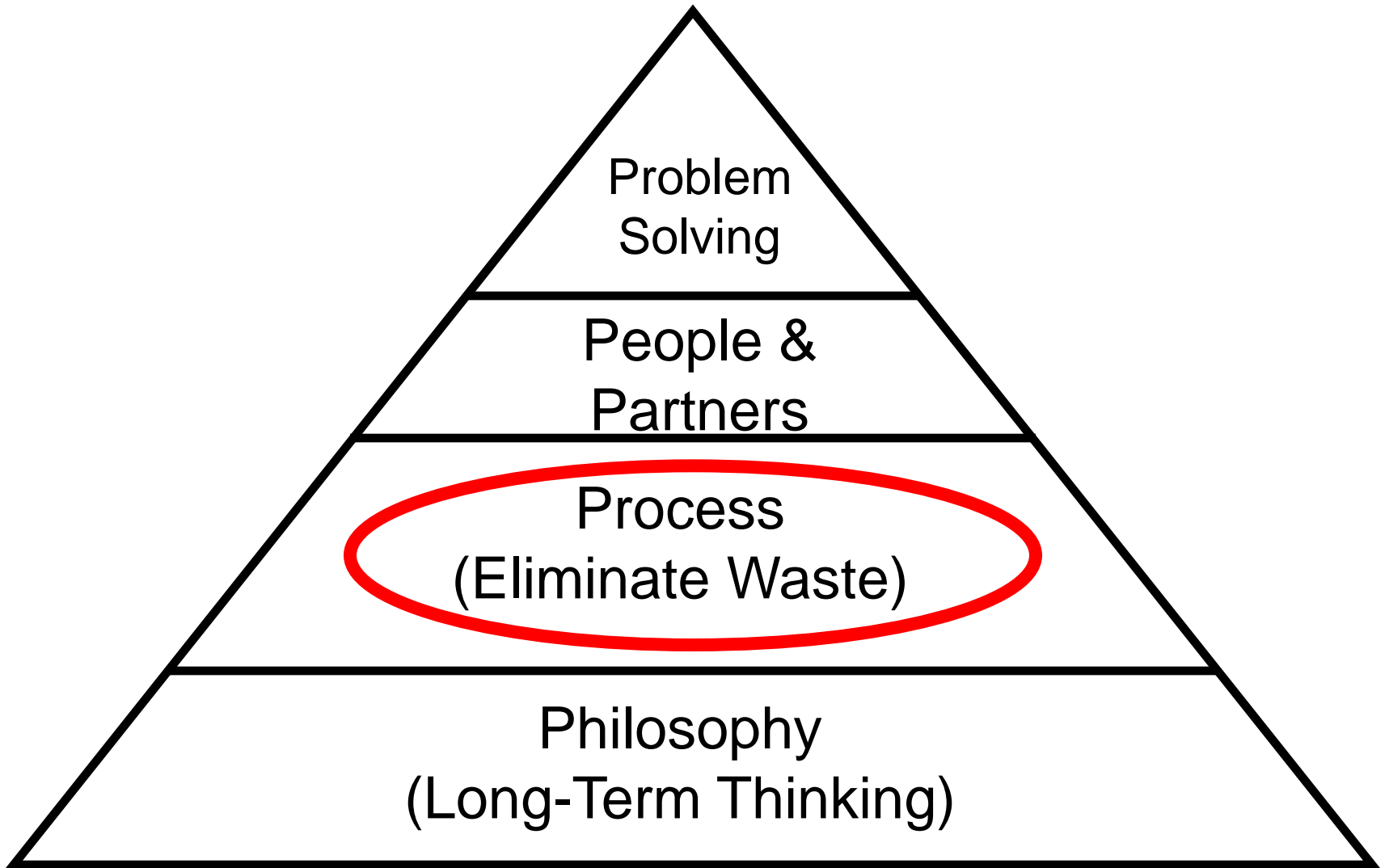
APPLY, **PONY EXPRESS STABLES**  
St. JOSEPH, MISSOURI



# Work Flow Management: The Old Way



# The Toyota Way



# Architecture

---

# The 5S Workspace?





# The 5S Workspace?



# Simple Collection Points



# Time-based Organization



4 Wacława, Izydora

11 Leona, Filipa

18

18 Marii, Bogusława

5 Wincentego, Ireny

12

12 Juliusza, Wiktora

19

19 Leona, Adolfa

6

6 Wilhelma, Celestyna

13

13 Marcina, Przemysława

20

20 Czesława, Agnieszki

14

14 Justyny, Włodzisława

27

27 Zyty, T

26 Henry, Marii

Reference files

Working files

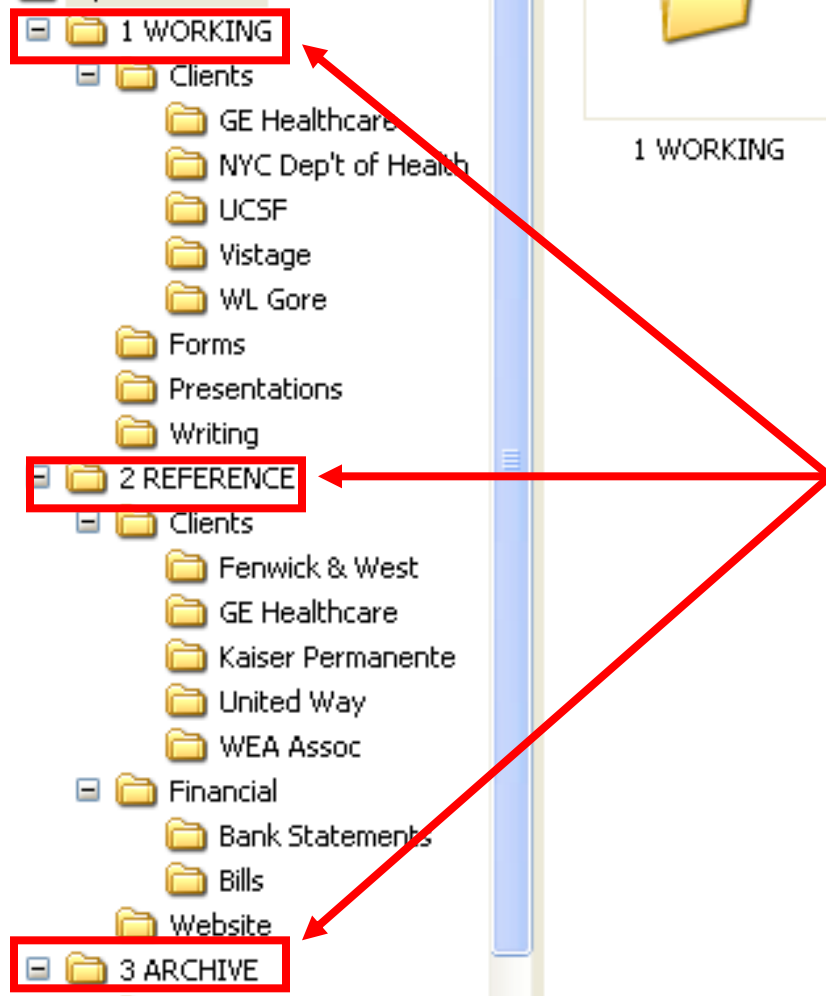


Folders

- Desktop
  - My Documents
    - 1 WORKING**
      - Clients
        - GE Healthcare
        - NYC Dep't of Health
        - UCSF
        - Vistage
        - WL Gore
      - Forms
      - Presentations
      - Writing
    - 2 REFERENCE**
      - Clients
        - Fenwick & West
        - GE Healthcare
        - Kaiser Permanente
        - United Way
        - WEA Assoc
      - Financial
        - Bank Statements
        - Bills
      - Website
    - 3 ARCHIVE**
      - Legal
      - Tax Stuff



1 WORKING 2 REFERENCE 3 ARCHIVE



**Mail**

Favorite Folders

- Inbox (39)

All Mail Folders

Personal Folders

- Deleted Items
- Drafts
- Inbox (39)**
- Clients
  - Dept of Health
  - Gore
  - LEI
  - UCSF
- Garden Project
- Junk E-mail
- Outbox
- Sent Items
- Search Folders

Archive Folders

- Deleted Items
- Inbox
- Sent Items
- Search Folders

**Inbox**

Arranged By: Date Newest on top

	<b>Chris Lynch</b>	<b>Thu 7:35 AM</b>	
	Re: possible dates for training & dinner		
	<b>Tim Walker</b>	<b>Thu 7:12 AM</b>	
	Re: regarding your latest post on waste...		
	<b>Maura Kennelly</b>	<b>Thu 6:45 AM</b>	
	DOHMH Chronic Disease Worklean Training		
	<b>NWLEAN@yahoogroups.com</b>	<b>Thu 5:19 A...</b>	
	NWLEAN: Digest Number 1874		
<b>Wednesday</b>			
	<b>Kissinger, William D.</b>	<b>Wed 10:22 PM</b>	
	RE: Jim Collins		
	<b>Rodger Cole</b>	<b>Wed 10:13 PM</b>	
	RE: possible dates for us to meet		
	<b>robot@timebackmanagement.com</b>	<b>We...</b>	
	[timeback] somebody just completed the Tim...		
	<b>Chris Lynch</b>	<b>Wed 5:59 PM</b>	
	Re: possible dates for training & dinner		
	<b>Matthew Cornell</b>	<b>Wed 7:21 AM</b>	
	test-run of updated audio logo (and marketi...		
<b>Tuesday</b>			

**Jim Collins**

Kissinger, William D

Extra line breaks in this message

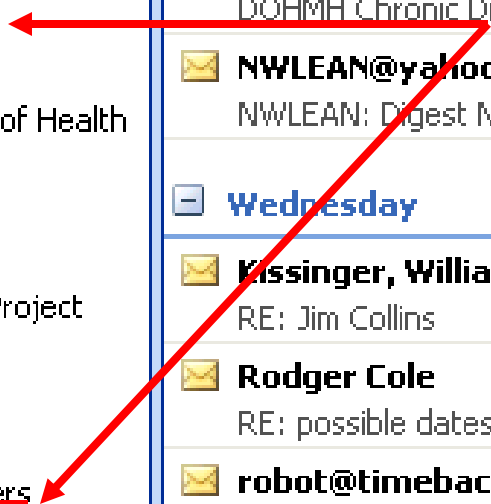
To: Dan Markovitz  
Cc: josh.groves@yahoo.com

Attachments: Kissinger, Tho...

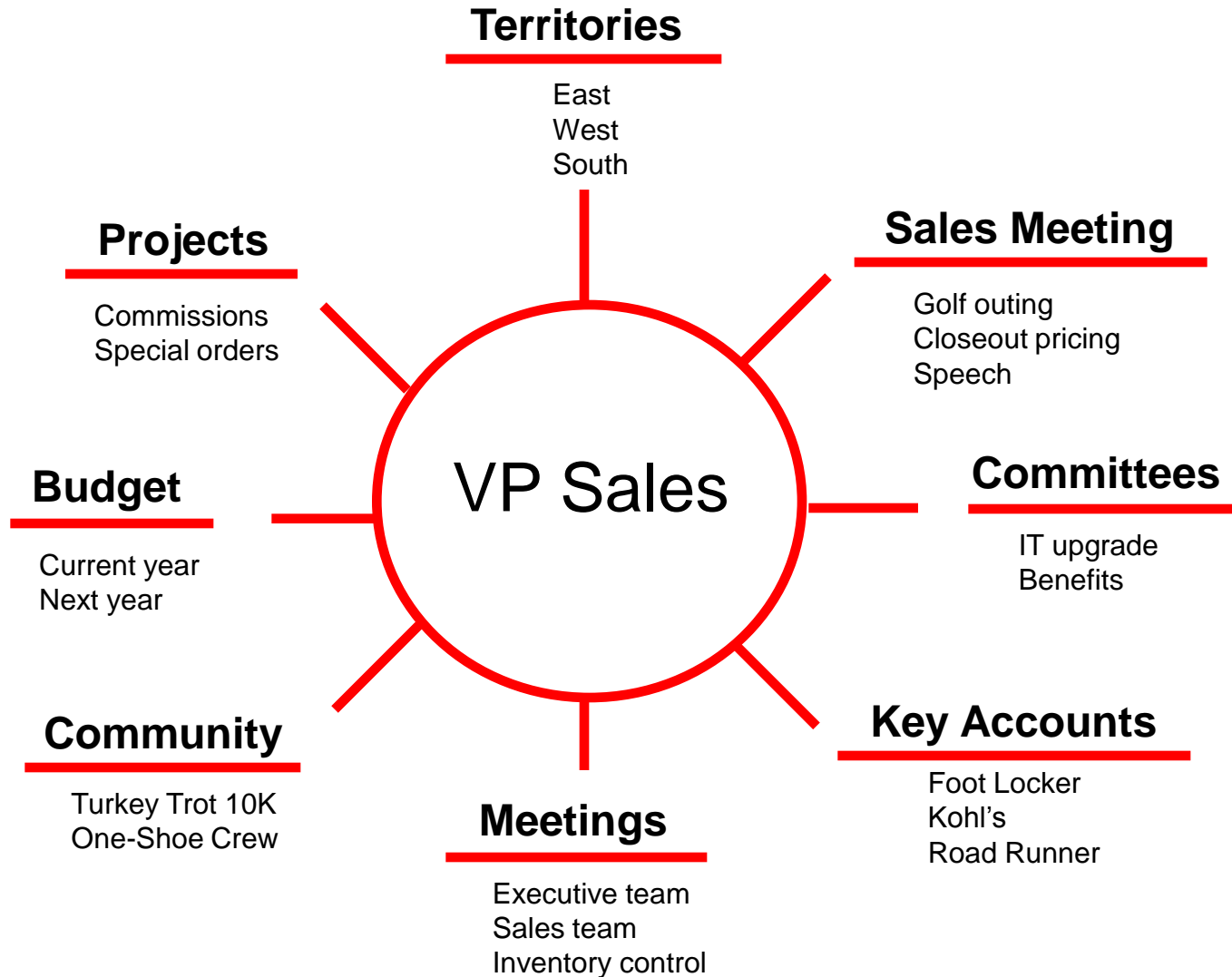
---

Greetings Dan. Great house. My brother Tom, is wrestling with been restructured out a Harvard B-School graduate found his niche. He industries and done to really grabbed him. I've attached

Tom has been thinking from New Jersey where (Sounds like your trajectory!) Anyway, Mill Valley, thought former B-School mentor Jim Collins. willing to make



# Responsibility Map



# Fight Entropy

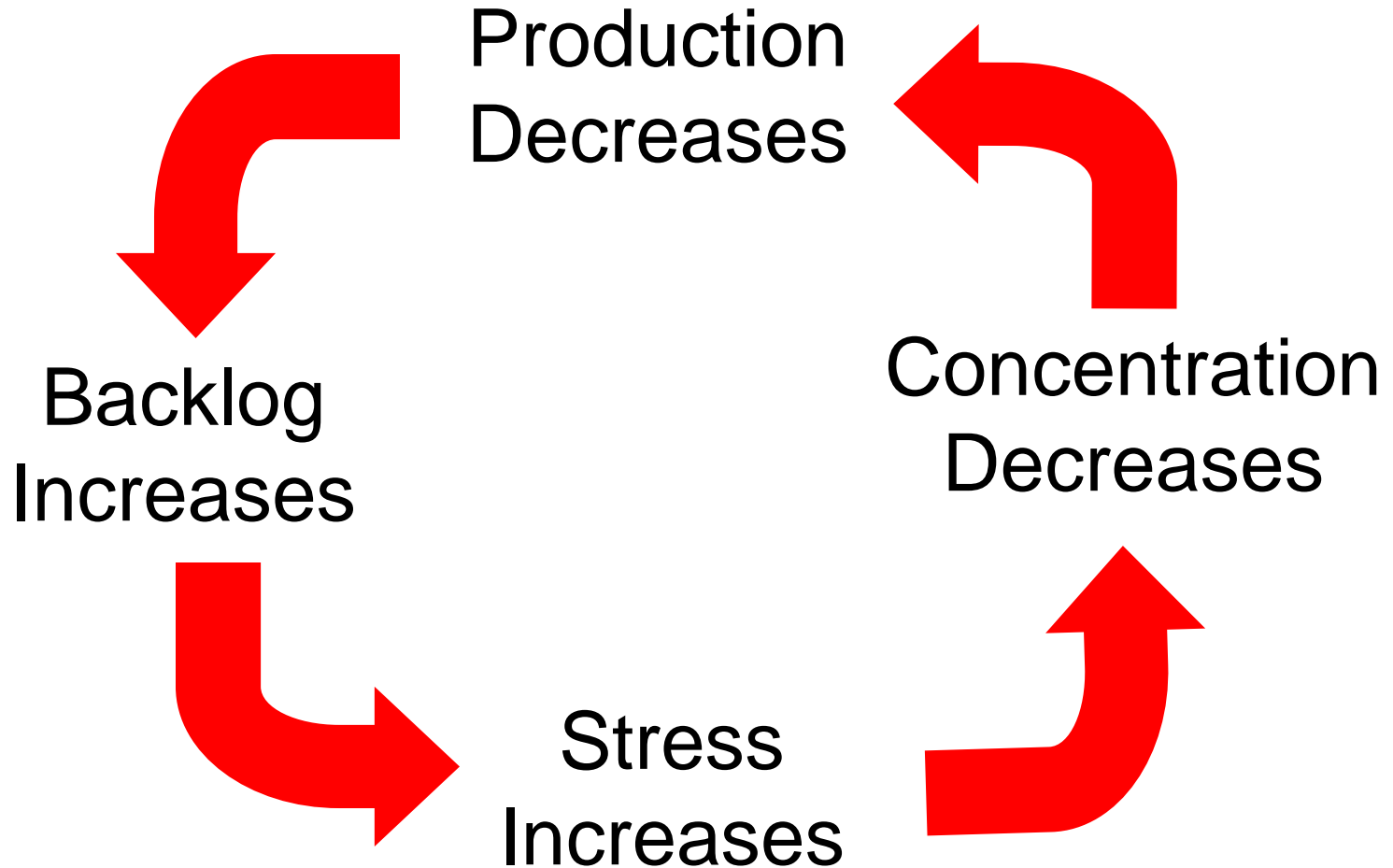




# Process

---

# No Process, No Flow



Process.  
Don't "check."

You can be the decider, too!



Dump

Delegate

Do

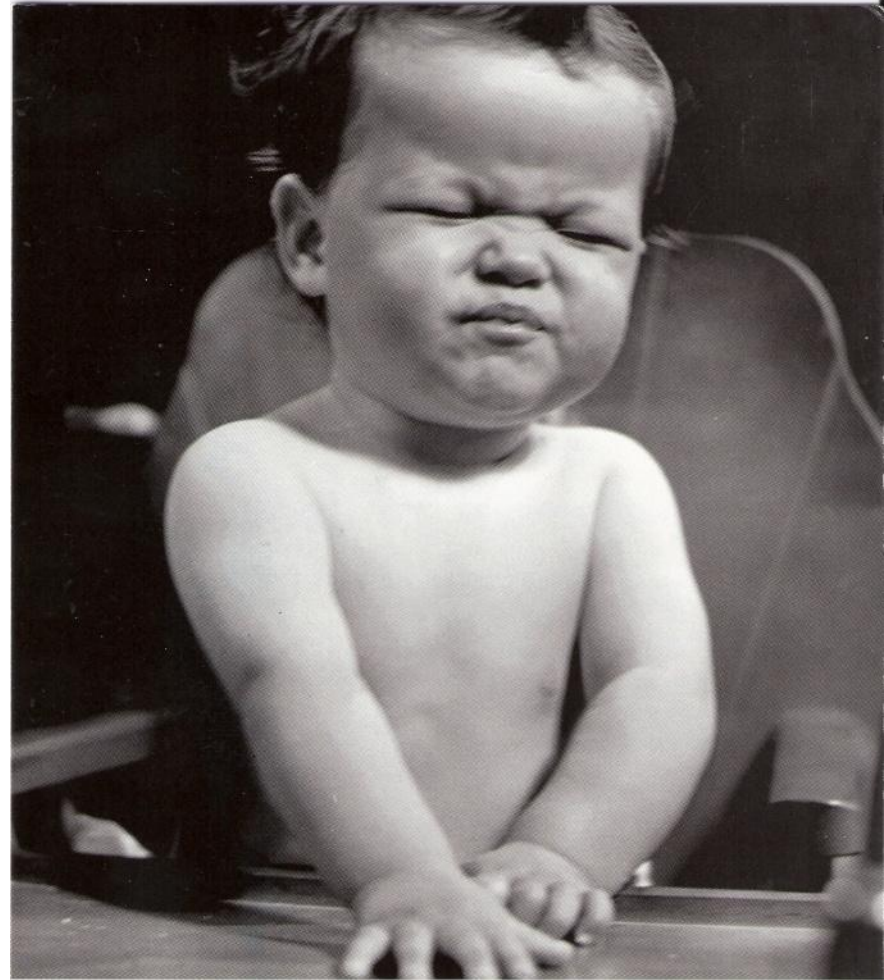
Designate

(now)

Keep value moving forward.

(It's a value stream, not a value lake.)

Worst - First.



“**B**loody sprouts”

# Live in your calendar.

(Not your inbox.)





### Options

Preferences Mail Setup **Mail Format** Spelling Security **Other**

**General**

Empty the Deleted Items folder upon exiting

Make Outlook the default program for E-mail, Contacts, and Calendar.

Navigation Pane Options... **Advanced Options...**

**AutoArchive**

Manages mailbox size by deleting old items or moving them to an archive file and by deleting expired items.

AutoArchive...

**Reading Pane**

Customize options for the Reading Pane.

Reading Pane...

**Person Names**

Enable the Person Names Smart Tag

Display Messenger Status in the From field

OK Cancel Apply

### Advanced Options

#### General settings

Startup in this folder:  Browse...

Warn before permanently deleting items

When selecting text, automatically select entire word

Provide feedback with

Show Paste Options bu

Use Unicode Message f

Enable mail logging (tro

Allow script in shared f

Allow script in Public Fo

#### Appearance options

Date Navigator: 

When viewing Notes, s

Task working hours per da

Task working hours per we

Reminder Options...

Custom Forms...

Service Options...

### Select Folder

Start in this folder:

- Personal Folders
  - Calendar**
  - Contacts
  - Deleted Items
  - Drafts
  - Inbox
  - Journal
  - Junk E-mail
  - Notes
  - Outbox
  - Sent Items
  - Tasks
  - Search Folders

OK Cancel

**Calendar**

My Calendars

- Calendar

Open a Shared Calendar...

**Inbox**

From	Subject	Received
Lisa Leight	RE: Feedback to Survey Results	Wed 12/1
Jim DiSanto	RE: Feedback to Survey Results	Tue 12/1
Willo O'Brien	Re: R2 mockups	Tue 12/1
Berlin, Chris	RE: FYI -- some articles I've had published recently	Tue 12/1

Right click, hold, and drag to Calendar

- Mail
- Calendar
- Contacts
- Tasks
- Notes

**RE: FYI -- some articles I've had published recently**

Berlin, Chris [berlinc@westinghouse.com]

To: 'Dan Markovitz'

Dan,

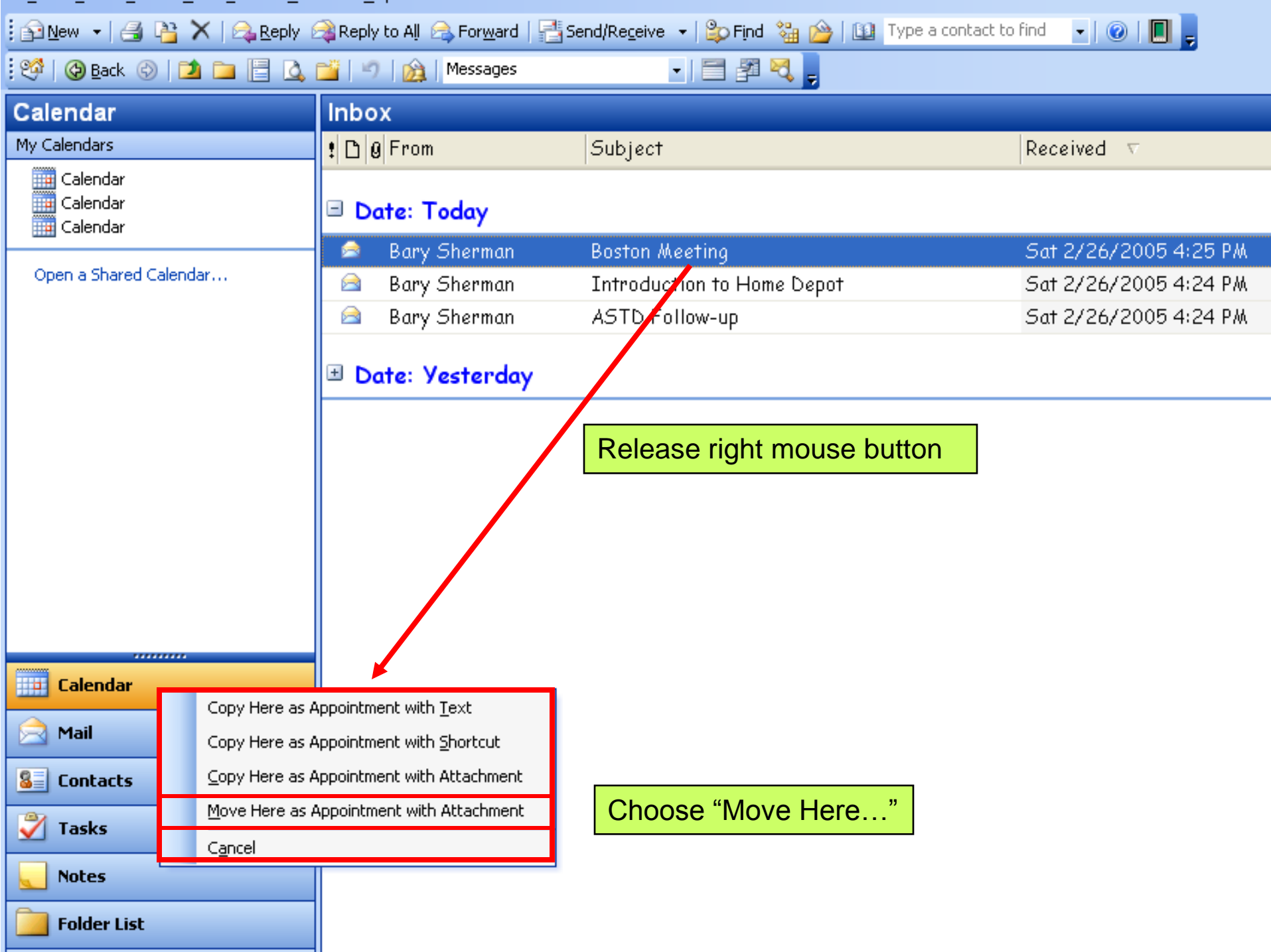
Those are good comments, but perhaps we need to leapfrog her. Furthermore, the lean and six sigma program at Westinghouse and her same perceptions may be well rooted across the company. I will do some more scouting having an interview on Jan 4th to get into the Customer First program which incorporates Lean. My schedule for 2008.

Sit tight and I will do some more scouting. Also - your website is quite impressive.

-----Original Message-----

**From:** Dan Markovitz [mailto:dan@timebackmanagement.com]

**Sent:** Tuesday, December 12, 2006 9:07 PM



### Agenda for January 30 meeting - Appointment

**Mail**

Favorite Folders

- The Big File

All Mail Folders

Personal Folders

- Deleted Items
- Drafts
- Inbox
- 1 Working
- Clients
- GE
- Lin
- WB
- Websi
- 2 Referer
- Junk E-mail
- Outbox
- Sent Items
- Search Folder
- Archive Folders

Appointment | Scheduling

Subject: Agenda for January 30 meeting

Location: [Dropdown] Label:  None

Start time: Mon 3/19/2007 3:30 PM  All day event

End time: Mon 3/19/2007 4:00 PM

Reminder: 15 minutes Show time as: Busy

Agenda for January 30 meeting

Contacts... Categories...

Original  
email



**Mail**

**Calendar**

**Contacts**

**Tasks**

2008.

Sit tight and I will do some more scouting. Also - your website is quite impressive.

-----Original Message-----  
**From:** Dan Markovitz [mailto:dan@timebackmanagement.com]  
**Sent:** Tuesday, December 12, 2006 8:07 PM  
**To:** Berlin, Chris

Day

Week

Month

← → January 28, 2008

Search Calendar

28

Monday

8 am

9<sup>00</sup>

Process Email & Phone Calls

10<sup>00</sup>

Begin supply chain cost assessment

11<sup>00</sup>

Revise Budget

12 pm

1<sup>00</sup>

Process Email & Phone Calls

Office Hours

2<sup>00</sup>

3<sup>00</sup>

Research French goldfish food market

4<sup>00</sup>

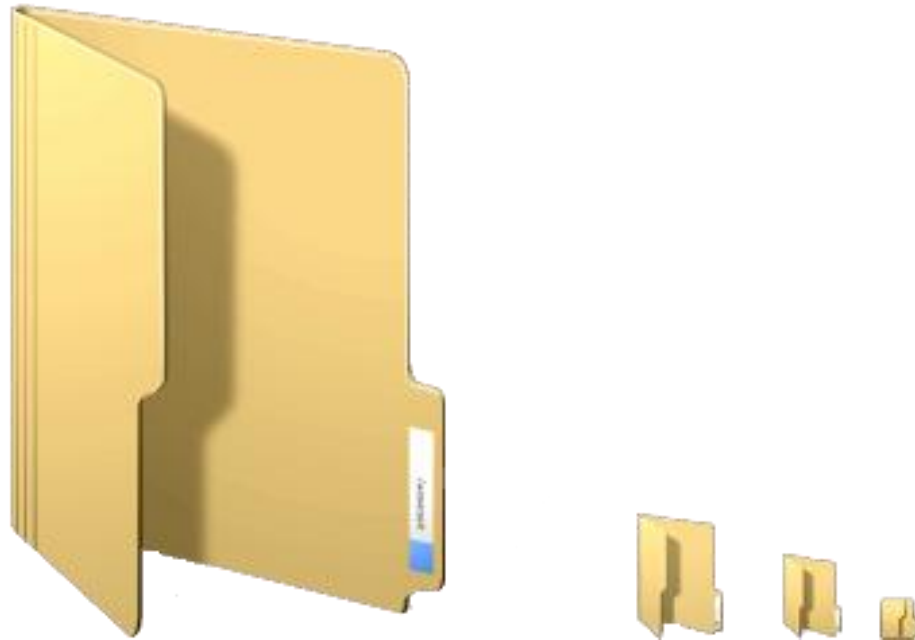
5<sup>00</sup>

Process Email & Phone Calls



The myth of  
multi-tasking

# Batch personal interactions



# Batch email





**Options** [?] [X] Add Reminder...

Preferences Mail Setup Mail Format Spelling Security Other

**E-mail**  
Change the appearance of messages and the way they are handled.  
Junk E-mail... E-mail Options...

**Advanced E-mail Options**

Save messages

Save unsent items in: Drafts

AutoSave unsent every: 3 minutes

In folders other than the Inbox, save replies with original

Save forwarded messages

**When new items arrive in my Inbox**

Play a sound

Briefly change the mouse cursor

Show an envelope icon in the notification area

Display a New Mail Desktop Alert (default Inbox only)

Desktop Alert Settings...

**When sending a message**

Set importance: Normal

Set sensitivity: Normal

Messages expire after: days

Allow comma as address separator

Automatic name checking

Delete meeting request from Inbox when responding

Suggest names while completing To, Cc, and Bcc fields

Add properties to attachments to enable Reply with Change

OK

**E-mail Options** [X]

Message handling

After moving or deleting an open item: return to the Inbox

Close original message on reply or forward

Save copies of messages in Sent Items folder

Automatically save unsent messages

Remove extra line breaks in plain text messages

Read all standard mail in plain text

Read all digitally signed mail in plain text

Advanced E-mail Options... Tracking Options...

On replies and forwards

When replying to a message

Include original message text

When forwarding a message

Include original message text

Prefix each line with:

>

Mark my comments with:

Dan Markovitz

1

2

3

4

5



# Service Level Agreements

# Project Implementation Plan

**Project Name:** Pricing Overhaul

**Objective:** Improve profitability by increasing starting gross margins

ACTIONS	Hrs	People Involved	Target Date	Comp. Date
Collect current prices & profit margins	.5	Assistant	1/20	
Collect competitor info	2	Assistant	1/23	
Interview key customers	3	Self, VP Sales	2/5	
Analyze research	2	Self	2/15	
Organize & lead product development / sales round table	1	Self	2/25	
Get key customer feedback	3	VP Sales	3/15	
Organize & lead sales / marketing round table	1	Self	3/25	
Finalize new product specs & pricing	1	VP Prod Development	3/30	
Get final approvals	1	Self,	4/5	
Present to the sales team	3	Self, VP Sales	4/20	
<b>PROJECT COMPLETION DATE: 5/1</b>				

# The Toyota Way: Principle #14

“Become a learning organization through reflection and continuous improvement” (i.e., learn by standardizing the best practices)

(Liker, 2004)

# Implementation Plan "A"

# Implementation Plan "C"

Calendar - Microsoft Outlook

File Edit View Go Tools Actions Help

Calendar - Microsoft Outlook

Monday, March 14 Tuesday, March 15

7 am 8 9 10 11 12 pm 1 2 3 4 5 6 7 8

IBT-USA Conference Call

Process Mail

Process Mail

New Hire Interview

Self Appointment Project A

Lunch - Loretta Smith

Project B Meeting w/Team

Deadline Project C

Tony D'Arcy's B-day

Dr. Dentist

Client Presentation

Task Force Teleconference

Project

TaskPad

Due Date: March 14, 2005 (3 items)

- Wanda.wang@ey.com re protocol w retention policy in ...
- Send Jim Hutchings @ EY a "hi liter" pen
- Barry Drexler's Resume

13 Items

# Implementation Plan "B"

# Implementation Plan "D"

# Weekly Review



# Thanks. Really.

---

Daniel Markovitz

[dan@timebackmanagement.com](mailto:dan@timebackmanagement.com)

**TIME**←**BACK**  
MANAGEMENT